



Lean 6-Sigma Program



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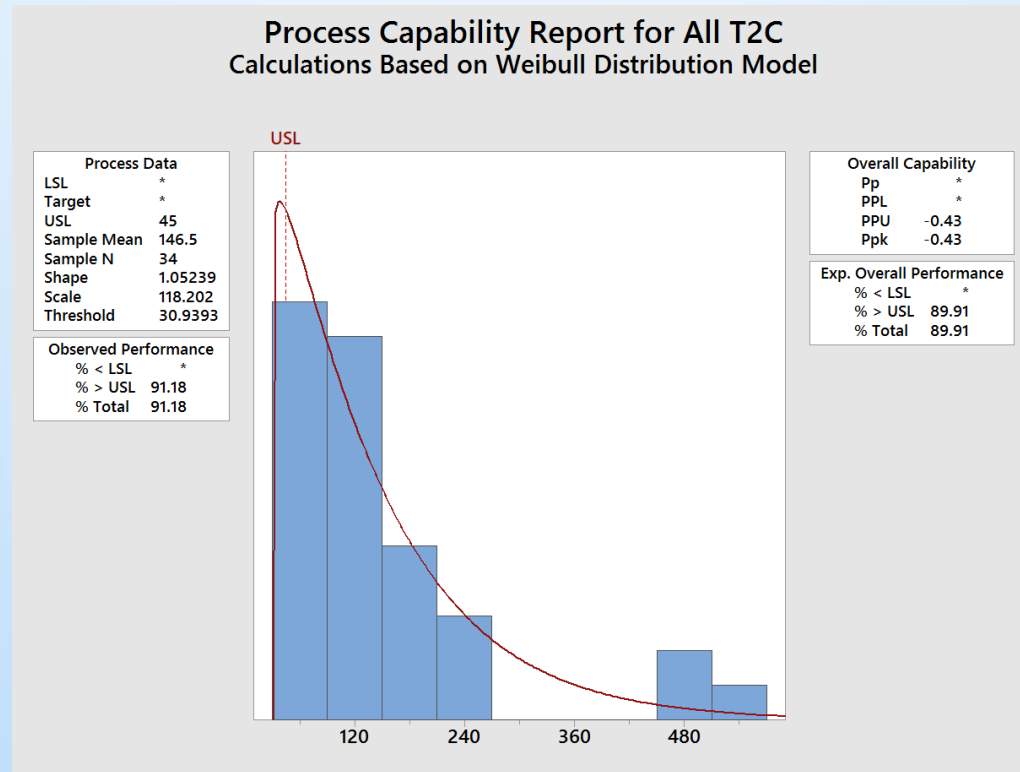


Reduction in Hiring RPA Processing Time

- ❖ **Problem Statement:** *The average time to process a hire at DGS is taking too long causing overall customer dissatisfaction as well as causing the department to lose top candidates.*
- ❖ **Objective:** *To reduce RPA processing time: 95% in 45 days.*
- ❖ **Project Team:**
 - ❖ *Mindy Graybill – Program Personnel Liaison*
 - ❖ *Darrell Fusselman - Program Personnel Liaison*
 - ❖ *Danielle Randle – Classification and Pay Analyst*
 - ❖ *Fernando Chavez – Examinations Unit Manager*
 - ❖ *Brandon Chow – Budget Analyst*
 - ❖ *Cheryl Hill – Program Hiring Manager*
 - ❖ *Heather Sherman – Program Hiring Manager*

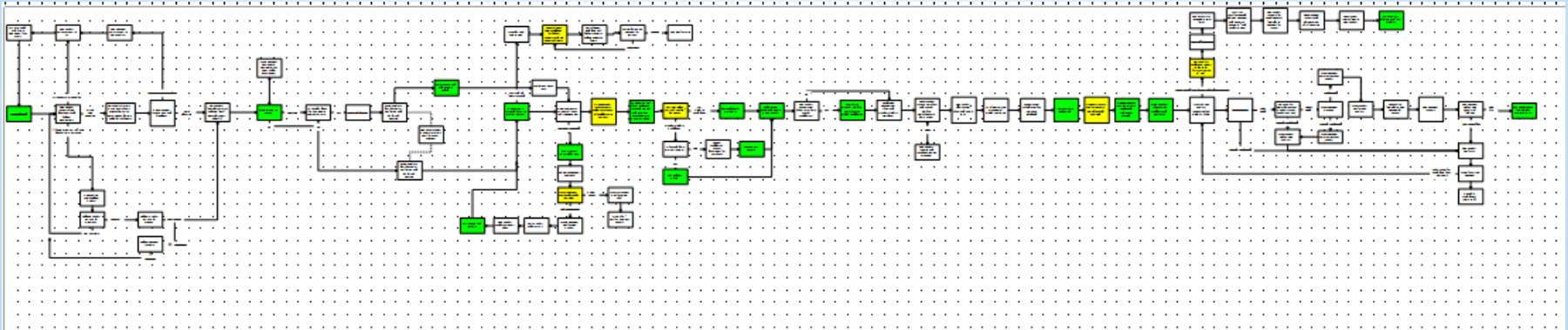


Baseline Capability



- ❖ Current Average: 147 days
- ❖ 9% completed within goal of 45 days.

Initial Process Map



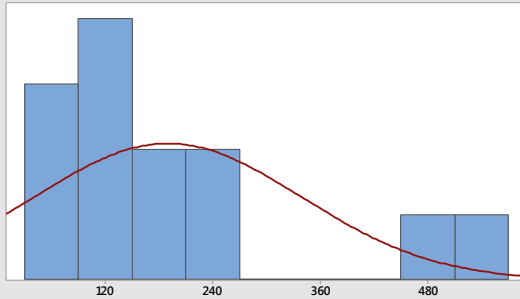
- ❖ Total Steps: 89
- ❖ Total Reviews: 11
- ❖ Total Non-Value Added Steps: 72 (19% value added)

Analysis Tools

- ❖ Fishbone Diagram
- ❖ Failure Modes and Effects Analysis (FMEA)
- ❖ Hypothesis Testing

Key Analytical Finding 1

Summary Report for T2C Trades



Anderson-Darling Normality Test

A-Squared 1.28
P-Value <0.005

Mean 190.00
StDev 148.99
Variance 22198.00
Skewness 1.56845
Kurtosis 1.47125
N 13

Minimum 70.00
1st Quartile 89.00
Median 127.00
3rd Quartile 255.00
Maximum 526.00

95% Confidence Interval for Mean

99.97 280.03

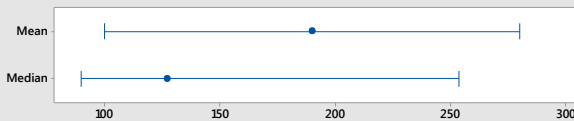
95% Confidence Interval for Median

89.74 253.52

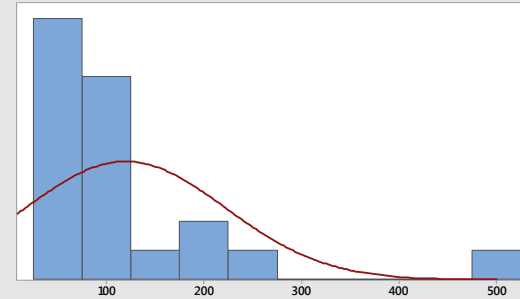
95% Confidence Interval for StDev

106.84 245.94

95% Confidence Intervals



Summary Report for T2C Professional



Anderson-Darling Normality Test

A-Squared 1.95
P-Value <0.005

Mean 119.57
StDev 102.65
Variance 10536.76
Skewness 2.9236
Kurtosis 10.4137
N 21

Minimum 35.00
1st Quartile 59.50
Median 99.00
3rd Quartile 134.50
Maximum 507.00

95% Confidence Interval for Mean

72.85 166.30

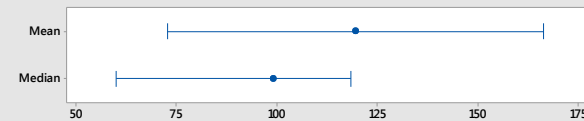
95% Confidence Interval for Median

60.00 118.33

95% Confidence Interval for StDev

78.53 148.23

95% Confidence Intervals



Is there a difference between the Trades and Professional Classifications?

- ❖ Sample too small
- ❖ No measurable difference

Key Analytical Finding 2

Summary Report for T2C MANAGER 1

Anderson-Darling Normality Test

A-Squared 0.22
P-Value 0.752

Mean 113.25
StDev 63.59
Variance 4043.93
Skewness 0.738241
Kurtosis -0.021304
N 8

Minimum 35.00
1st Quartile 61.75
Median 106.00
3rd Quartile 163.75
Maximum 227.00

95% Confidence Interval for Mean

60.09 166.41

95% Confidence Interval for Median

57.46 179.28

95% Confidence Interval for StDev

42.05 129.43

Summary Report for T2C MANAGER 2

Anderson-Darling Normality Test

A-Squared 2.53
P-Value <0.005

Mean 175.95
StDev 147.02
Variance 21614.47
Skewness 1.76277
Kurtosis 1.86463
N 20

Minimum 52.00
1st Quartile 91.00
Median 117.00
3rd Quartile 179.25
Maximum 526.00

95% Confidence Interval for Mean

107.14 244.76

95% Confidence Interval for Median

92.88 152.76

95% Confidence Interval for StDev

111.81 214.73

Summary Report for T2C MANAGER 3

Anderson-Darling Normality Test

A-Squared 1.04
P-Value <0.005

Mean 92.667
StDev 82.918
Variance 6875.467
Skewness 2.27085
Kurtosis 5.27135
N 6

Minimum 45.000
1st Quartile 45.000
Median 60.000
3rd Quartile 130.000
Maximum 259.000

95% Confidence Interval for Mean

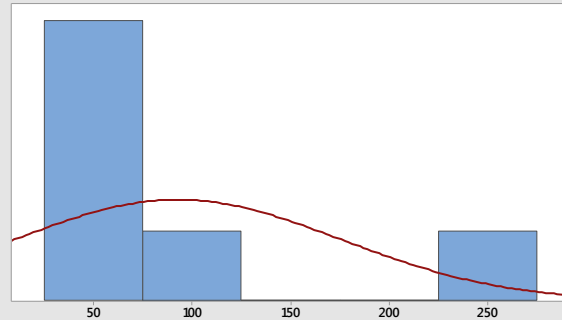
5.649 179.684

95% Confidence Interval for Median

45.000 197.571

95% Confidence Interval for StDev

51.758 203.367



95% Confidence Intervals



Is there a difference between the Classification and Pay staff?

- ❖ Sample too small
- ❖ No measurable difference

Critical X's (root causes of problems)

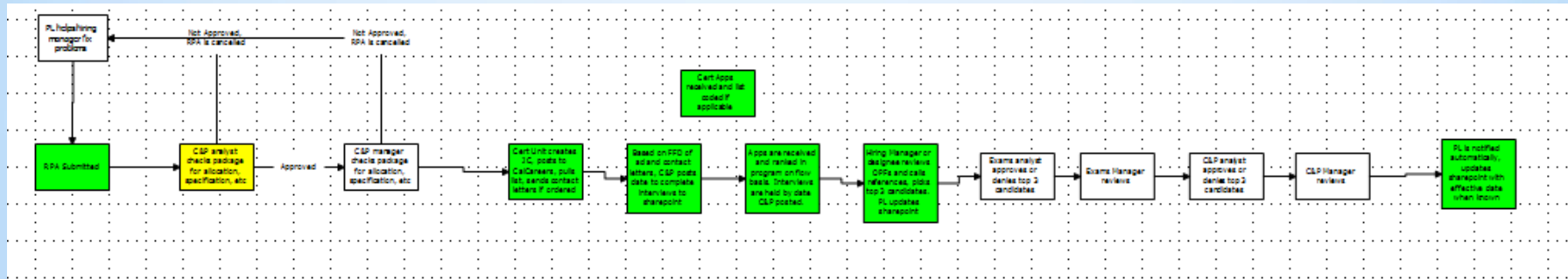
- ❖ Incomplete application packages.
- ❖ Incomplete/inaccurate RPA packages.
- ❖ The number and order of reviews.
- ❖ No SOPs for managers regarding the hiring process.

Improvement Techniques

- ❖ Completely redesigned process map.
- ❖ Request missing hiring documents at interview.
- ❖ Strategically placed reviews.
 - ❖ Data collectors.
- ❖ Resources for hiring managers and Personnel Liaisons.
 - ❖ Hands-on training on new process including Best Practices.
 - ❖ Handouts, checklists, and templates on required documents.
- ❖ New handouts/templates/checklists.
 - ❖ Removed initial eligibility to check, hiring guide empowers managers.
- ❖ SOPs for all staff involved.
 - ❖ Including timelines for each step.



New Process Map



- ❖ 14 Total Steps = 50% value added.
- ❖ 3 Management reviews – data collectors.

New Capability Analysis

- ❖ Prediction: 95% within 45 days
- ❖ 9 days to advertisement
- ❖ 1 day to be posted
- ❖ 30 days from advertisement to final offer request sent
 - ❖ 10 days for advertisement
 - ❖ 13 days after final filing date
 - ❖ 7 days to review OPF and/or call references
- ❖ 5 day final review process

Control Plan

- ❖ SOPs
 - ❖ Create and enforce timelines
 - ❖ Include best practices
- ❖ Training for hiring managers and personnel liaisons
- ❖ Checklists/Templates/Guides
 - ❖ Justification Template
 - ❖ Hiring Guides for checking eligibility
 - ❖ Checklists for complete RPA packages
- ❖ Manager Reviews
 - ❖ Data collected to see if/when reviews are necessary
- ❖ Audit Plan
 - ❖ Four audits for each group:
 - ❖ C&P Analyst, C&P Manager, Hiring Manager, Exams Staff



Additional Benefits

- ❖ Customer satisfaction
- ❖ Employee morale
- ❖ Talent acquisition
- ❖ Accountability
- ❖ Continuous reporting
- ❖ Transparency
- ❖ Clean slate training



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